



# BUDGET WORK SESSION FY 2020 BUDGET

August 26, 2019



*The FY 2020 budget is defined primarily by taking care of our core services and balancing the expectations of a “full-service city” with resources available to pay for those services.*

# Total Budget FY 2020

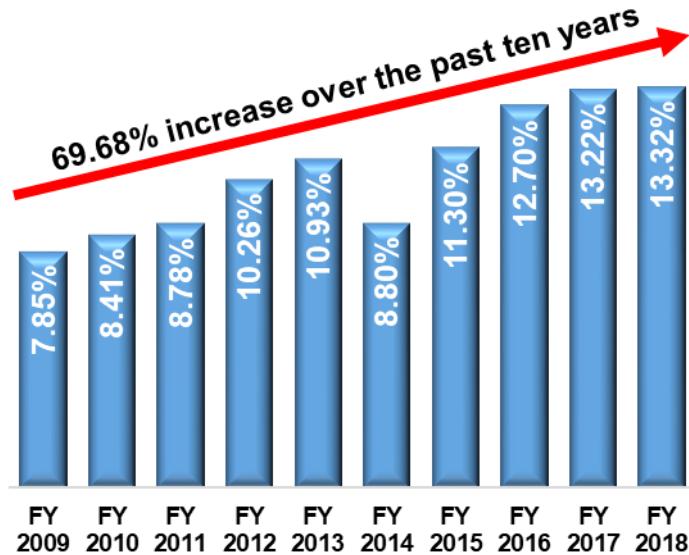
Total Expenditures	\$484,964,968 (0.8% increase)
Total Revenues	\$455,586,509 (5.2% increase)

# Four Goals for FY 2020

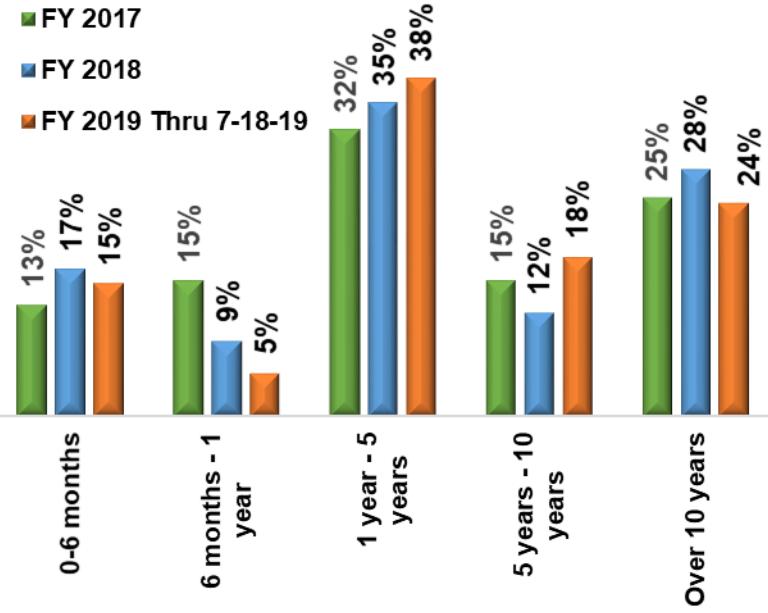
- Focus on operational excellence through our employees.
- Provide employees with an increase in compensation that is fair.
- Stem growing staff turnover, long term vacancies and lack of applicants.
- Continue making progress on the City Council's Strategic Plan goals.

# Challenges

Total City of Columbia Turnover

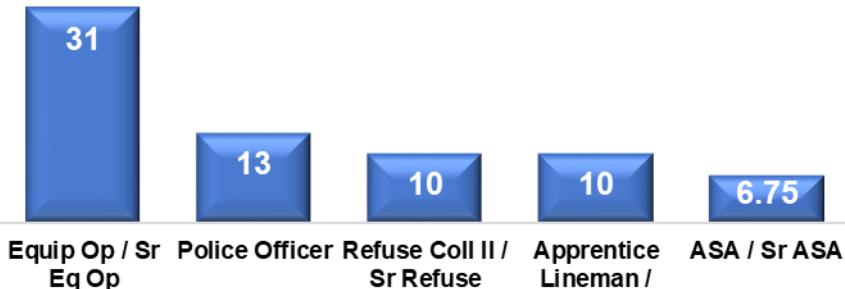


Turnover By Tenure

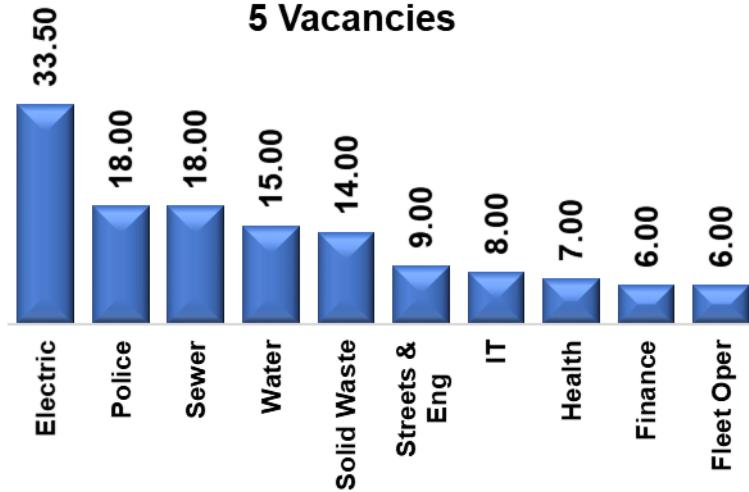


# Challenges

Jobs With More Than 5 Vacancies



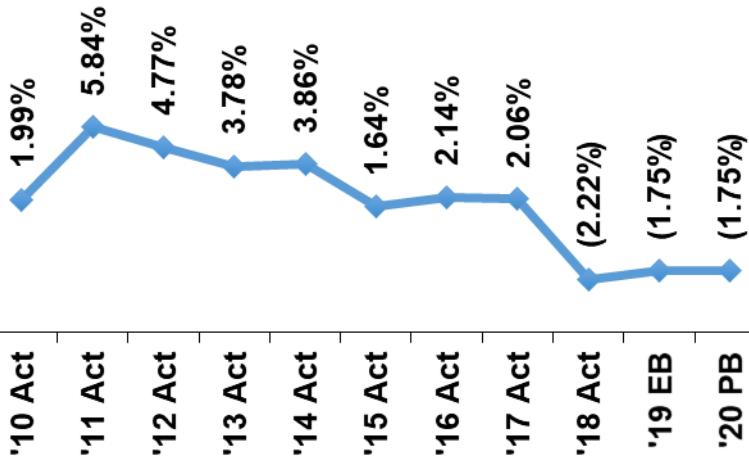
Departments with More Than 5 Vacancies



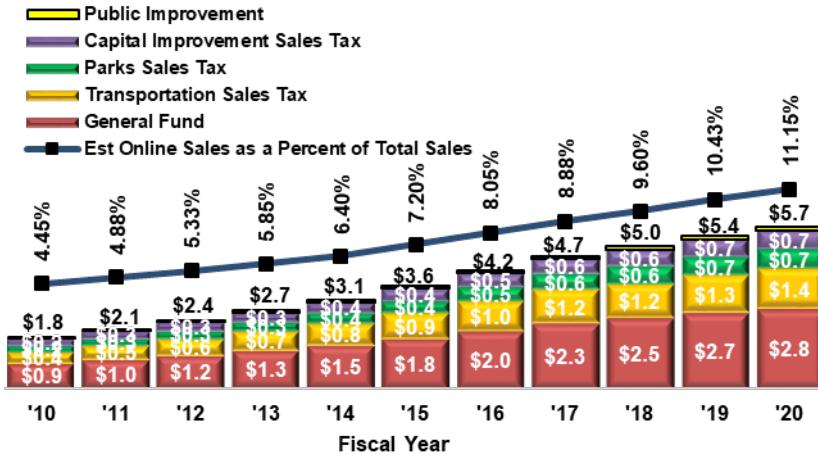
The City currently has 169.25 vacancies, a vacancy rate of 11.2%.

# Challenges

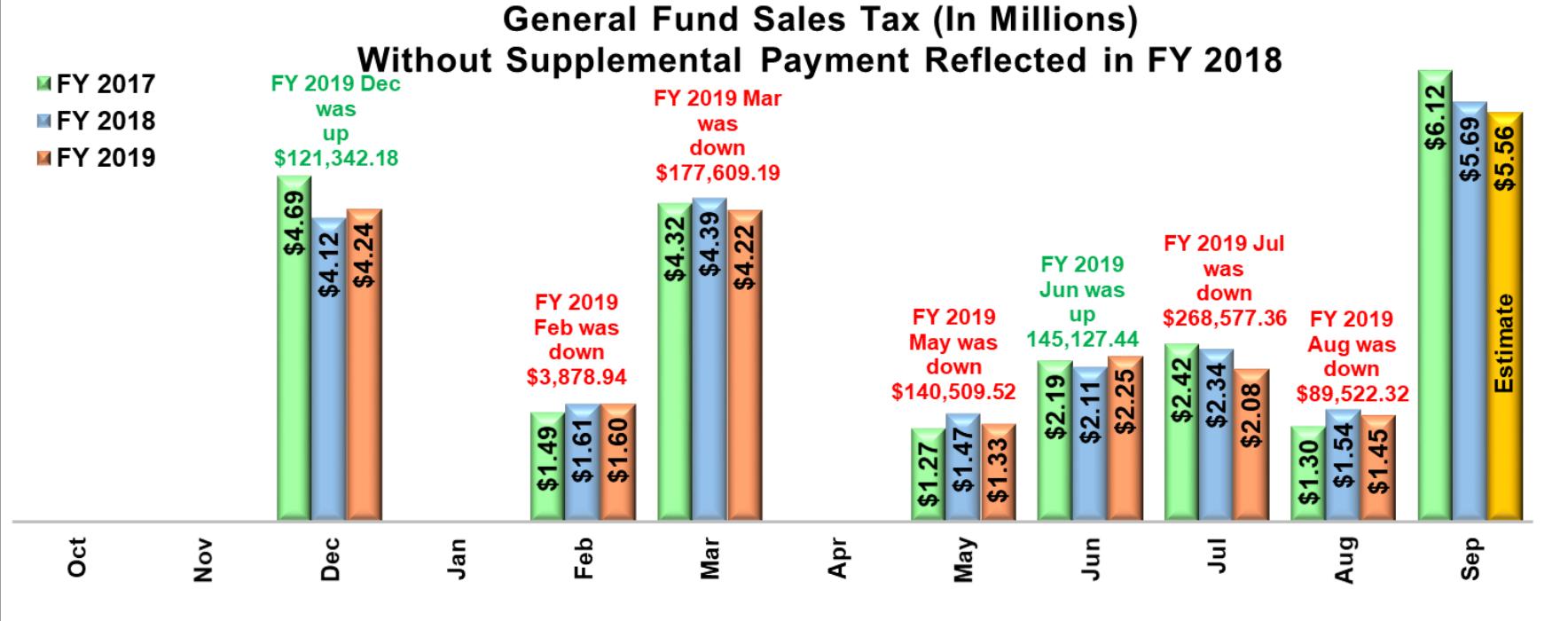
## General Fund Sales Tax Revenues - Adjusted Annual Growth/(Decline)



## City of Columbia Estimated Sales Tax Revenue Loss (in Millions) Due to Online Sales



# Sales Tax - Receipts thru August



- Monthly receipts in FY 2019 were higher than FY 2018 for December and June
- All other months have been lower than FY 2018

# Sales Tax

## General Fund Sales Tax Collected (As Recorded in Munis) (95.9% of the 1% General Sales Tax)

If the supplemental payment had been processed timely, it would have been recorded in September of FY 2017 not December of FY 2018

Month	Monthly Receipts		Monthly Difference		YTD Totals			YTD Differences				Month % Change		
	FY 2017 (with Suppl pmt in Sept)	FY 2018 (without suppl pmt in Dec)	Suppl Pmt Removed so we could determine apples to apples growth		FY 2018 vs FY 2017	FY 2019 vs FY 2018				\$ Difference FY 2018 vs FY 2017	\$ Difference (FY 2019 vs FY 2018)	YTD FY 2018 vs FY 2017	% Chg YTD FY 2019 vs FY 2018	
			FY 2019				FY 2017	FY 2018	FY 2019					
1 Oct		\$0.00		(\$924.23)	\$0.00	(\$924.23)		\$0.00	\$0.00	(\$924.23)	\$0.00	(\$924.23)		
2 Nov		\$0.00		\$0.00	\$0.00	\$0.00		\$0.00	\$0.00	(\$924.23)	\$0.00	(\$924.23)		
3 Dec	\$4,690,564.44	\$4,119,189.80		\$4,240,531.98	(\$571,374.64)	\$121,342.18	\$4,690,564.44	\$4,119,189.80	\$4,239,607.75	(\$571,374.64)	\$120,417.95	-12.18%	2.92%	2.95%
4 Jan		\$0.00		(\$2,289.66)	\$0.00	(\$2,289.66)	\$4,690,564.44	\$4,119,189.80	\$4,237,318.09	(\$571,374.64)	\$118,128.29	-12.18%	2.87%	
5 Feb	\$1,486,517.27	\$1,606,848.42		\$1,602,969.48	\$120,331.15	(\$3,878.94)	\$6,177,081.71	\$5,726,038.22	\$5,840,287.57	(\$451,043.49)	\$114,249.35	-7.30%	2.00%	-0.24%
6 Mar	\$4,324,743.12	\$4,393,290.71		\$4,215,681.52	\$68,547.59	(\$177,609.19)	\$10,501,824.83	\$10,119,328.93	\$10,055,969.09	(\$382,495.90)	(\$63,359.84)	-3.64%	-0.63%	-4.04%
7 Apr		\$0.00		\$0.00	\$0.00	\$0.00	\$10,501,824.83	\$10,119,328.93	\$10,055,969.09	(\$382,495.90)	(\$63,359.84)	-3.64%	-0.63%	
8 May	\$1,272,991.23	\$1,472,715.76		\$1,332,206.24	\$199,724.53	(\$140,509.52)	\$11,774,816.06	\$11,592,044.69	\$11,388,175.33	(\$182,771.37)	(\$203,869.36)	-1.55%	-1.76%	-9.54%
9 Jun	\$4,606,720.73	\$4,453,264.20		\$4,329,814.28	(\$153,456.53)	(\$123,449.92)	\$16,381,536.79	\$16,045,308.89	\$15,717,989.61	(\$336,227.90)	(\$327,319.28)	-2.05%	-2.04%	-2.77%
10 Jul		\$0.00		\$0.00	\$0.00	\$0.00	\$16,381,536.79	\$16,045,308.89	\$15,717,989.61	(\$336,227.90)	(\$327,319.28)	-2.05%	-2.04%	
11 Aug	\$1,303,949.28	\$1,535,134.31		\$1,445,611.95	\$231,185.03	(\$89,522.36)	\$17,685,486.07	\$17,580,443.20	\$17,163,601.56	(\$105,042.87)	(\$416,841.64)	-0.59%	-2.37%	-5.83%
12 Sep	\$6,115,589.89	\$5,691,756.17		\$5,556,801.61	(\$423,833.72)	(\$134,954.56)	\$23,801,075.96	\$23,272,199.37	\$22,720,403.17	(\$528,876.59)	(\$551,796.20)	-2.22%	-2.37%	-2.37%
Total	\$23,801,075.96	\$23,272,199.37		\$22,720,403.17										

Suppl Pmt Reflected here so we could determine apples to apples growth

Assumes FY ends with same % Change as is reflected in August

- This table shows the supplemental payment reflected in FY 2017 (Sept) since that is where it would have been recorded if the State had processed it as usual
- Green shaded columns show positive Year to Date growth thru February and increasingly negative change since that time

# Sales Tax - Possible Budget Amendments Needed

- The City Manager's Budget assumes a 1.75% decline in sales tax growth (without including the one-time supplemental payment in FY 2018) for Estimated FY 2019 and Proposed FY 2020 amounts.
- Sales taxes received through August, 2019 indicate a 2.37% decline.
- If Sales tax growth assumption is changed, a budget amendment would be required for both Estimated FY 2019 and Proposed FY 2020 for General Fund, Parks Sales Tax Fund, Capital Improvement Sales Tax Fund, Transportation Sales Tax Fund, and Public Improvement Fund.

# Sales Tax - Possible Budget Amendments Needed

New Growth Assumption	Budget Amendment for FY 2019 Estimated Budget	Budget Amendment for FY 2020 Proposed Budget
-2.00%	-\$123,413	\$-178,107
-2.25%	-\$137,643	-\$248,871
-2.30%	-\$140,489	-\$263,015
-2.35%	-\$143,334	-\$277,157
-2.37%	-\$144,473	-\$282,812
-2.40%	-\$146,180	-\$291,294
-2.50%	-\$151,872	-\$319,563

- General Fund Sales Tax Budget Amendment Needed – Depends on Change in Growth Assumption from -1.75%
- This would also require budget amendments in capital improvement sales tax, transportation sales tax, parks sales tax, and the Public Improvement Fund

# General Fund Budget Highlights

Fleet replacement has been deferred for the last four years. It is recommended to use \$1,144,650 in General Fund reserves to replace needed General Fund fleet vehicles.

Within the General Fund, \$1.2 million in cuts are included to offset \$3 million in General Fund pay package changes.

Expenditures	\$88,210,111 (2.8% increase)
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# **Strategic Priority**   *Operational Excellence*

## *Employee Pay & Benefits*

I recommend the following pay plan changes in FY 2020:

- Adopt pay ranges recommended by Paypoint HR.
- Move classifications to recommended pay grades.
- Provide a move to new minimum adjustment for any employee paid below the new minimum for their classification.
- Implement an incremental move to midpoint adjustment based on time in classification.

# **Strategic Priority**   *Operational Excellence*

## *Employee Pay & Benefits*

- One time-in-classification adjustment to address pay compression for employees with more than five years in their current classification as of March 1, 2019.
- Employees will receive 0.5% increase per year in classification above five years.
- Across-the-board increase of 0.5% (with the exception of some negotiated labor contracts).

# **Strategic Priority**   *Operational Excellence*

## *Employee Pay & Benefits*

We continue to struggle with hiring and retaining refuse collectors and equipment operators (who will now be called CDL operators). I recommend increasing starting pay guidelines for these positions:

- \$16.50 per hour for CDL operators (31 current vacancies)
- \$17.00 per hour for refuse collectors (10 current vacancies)
- The greater of \$18.70 per hour or promotional increase for senior refuse collectors



# **Strategic Priority**   *Operational Excellence*

## *Employee Pay & Benefits*

As negotiated with Columbia Police Officers' Association (CPOA), I recommend a starting pay rate of \$33.145 per hour for police sergeants to ensure they make \$0.01 per hour above the maximum pay rate for police officers.

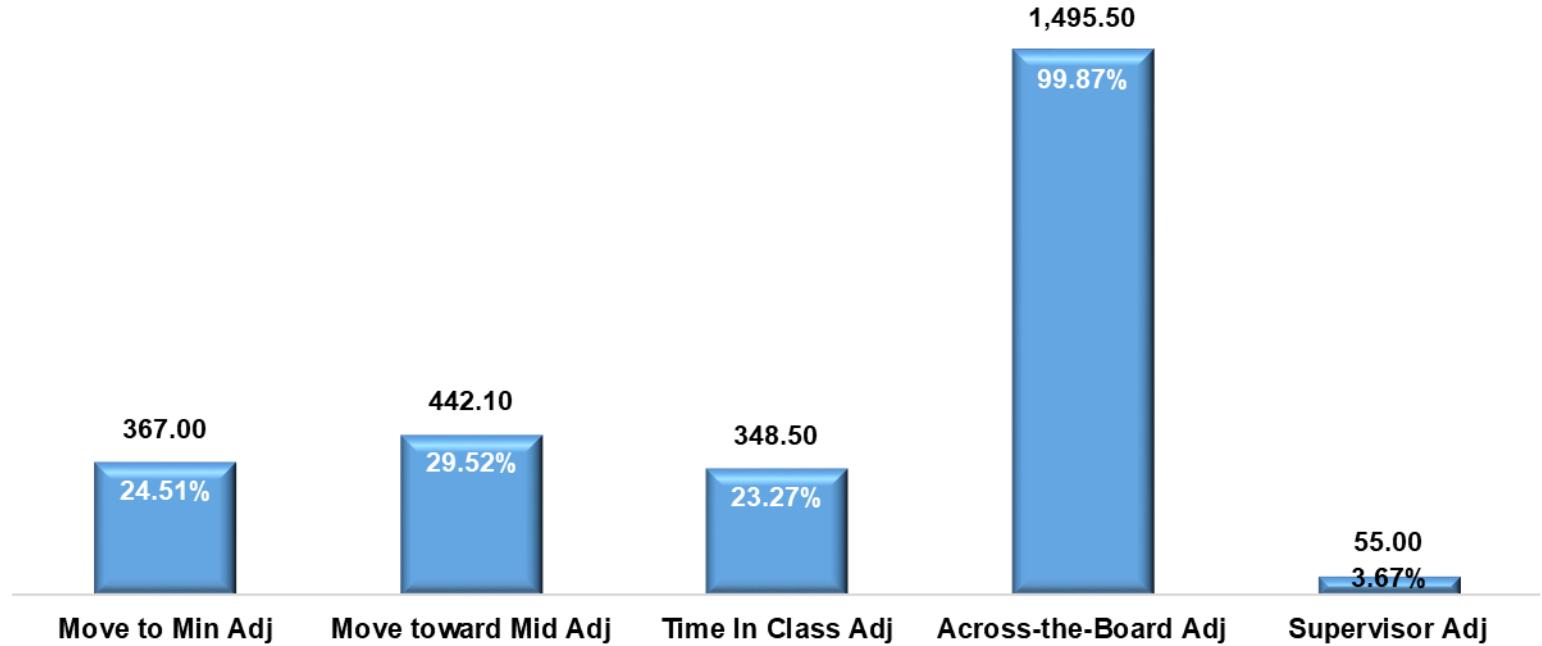
# **Strategic Priority**   *Operational Excellence*

## *Employee Pay & Benefits*

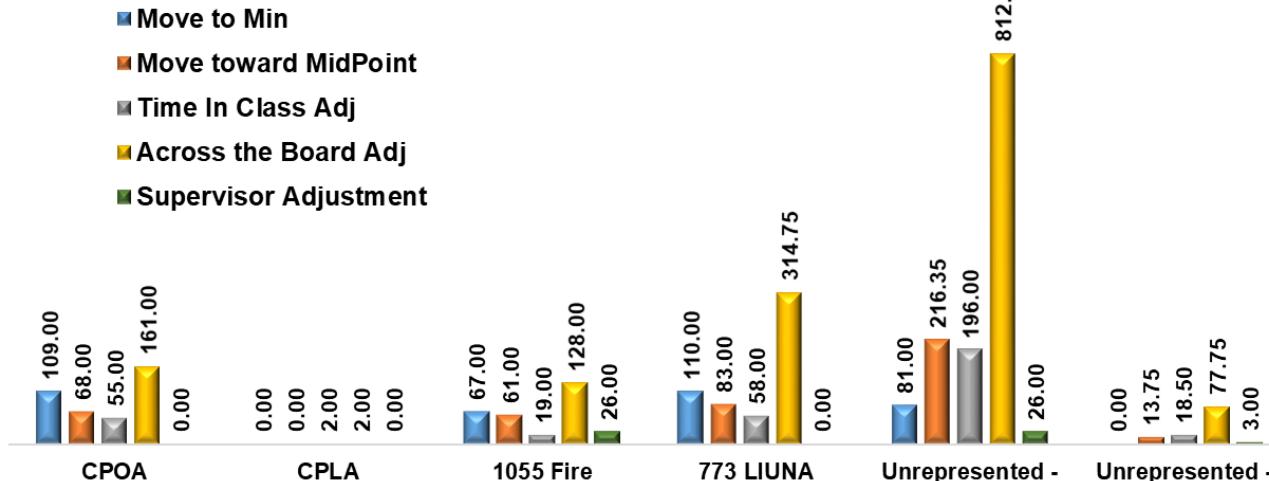
For FY 2020, I recommend a net **increase of 3.00 FTE** (14.50 FTE are being added and 11.50 FTE are being deleted).

Some positions are cut to fund the pay package, while others are cut to fund different new positions. Other new positions will address operational issues, mandates and staffing for new facilities when they open.

## Number and Percent of Total Employees Receiving Each Component of the FY 2020 Pay Package



## Number of Employees By Labor Group Receiving Each Component of the FY 2020 Pay Package



### Percent of Employees By Labor Group

	CPOA	CPLA	1055 Fire	773 LIUNA	Unrepresented - Classified	Unrepresented - Unclassified	Percent of Total # of Employees
Move to Min Adj	67.70%	0.00%	52.34%	34.95%	9.08%	0.00%	24.51%
Move toward Mid Adj	42.24%	0.00%	47.66%	26.37%	24.26%	1.54%	29.52%
Time In Class Adj	34.16%	100.00%	14.84%	18.43%	21.98%	2.07%	23.27%
Across-the-Board Adj	100.00%	100.00%	100.00%	100.00%	91.06%	8.72%	99.87%
Supervisor Adj	0.00%	0.00%	20.31%	0.00%	2.92%	0.34%	3.67%

## Number and Percent of Employees By Labor Group Receiving Only Across The Board Adjustment

43.82% of Employees will receive only an  
across the board adjustment

468.15

35.16%

105.75

18.69%

1.00

0.00

29.00

0.25%

0.00%

9.63%

CPOA

CPLA

1055 Fire

773 LIUNA

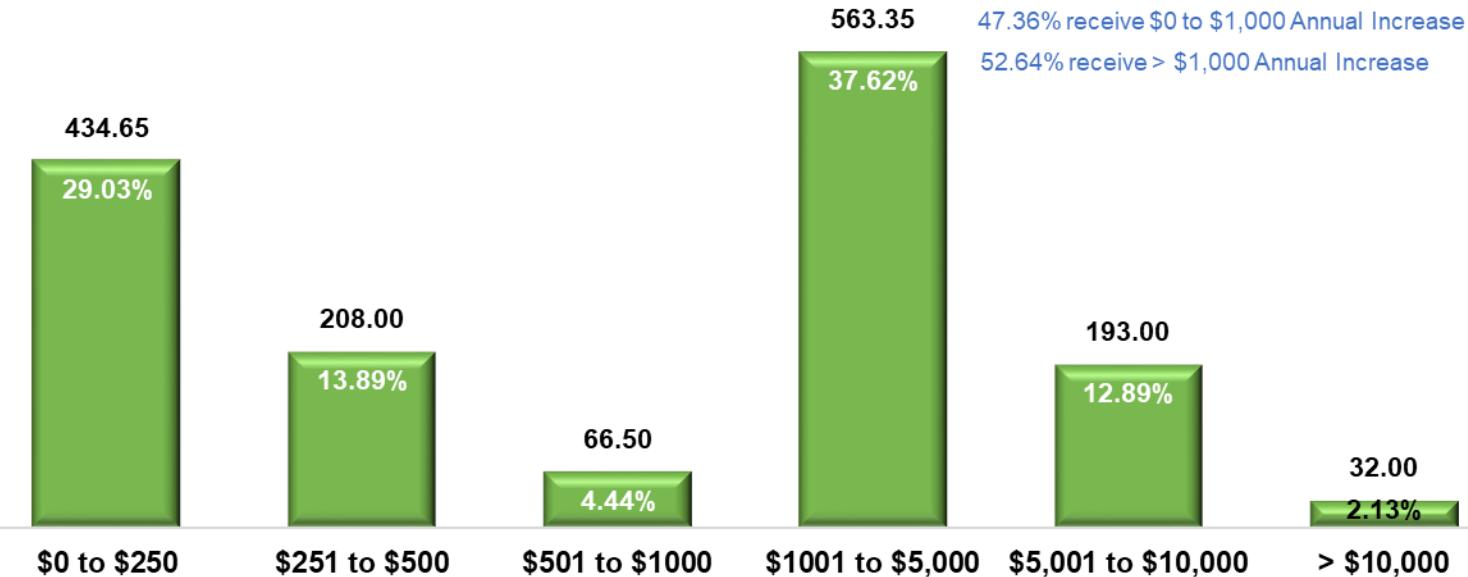
Unrepresented -  
Classified

52.25

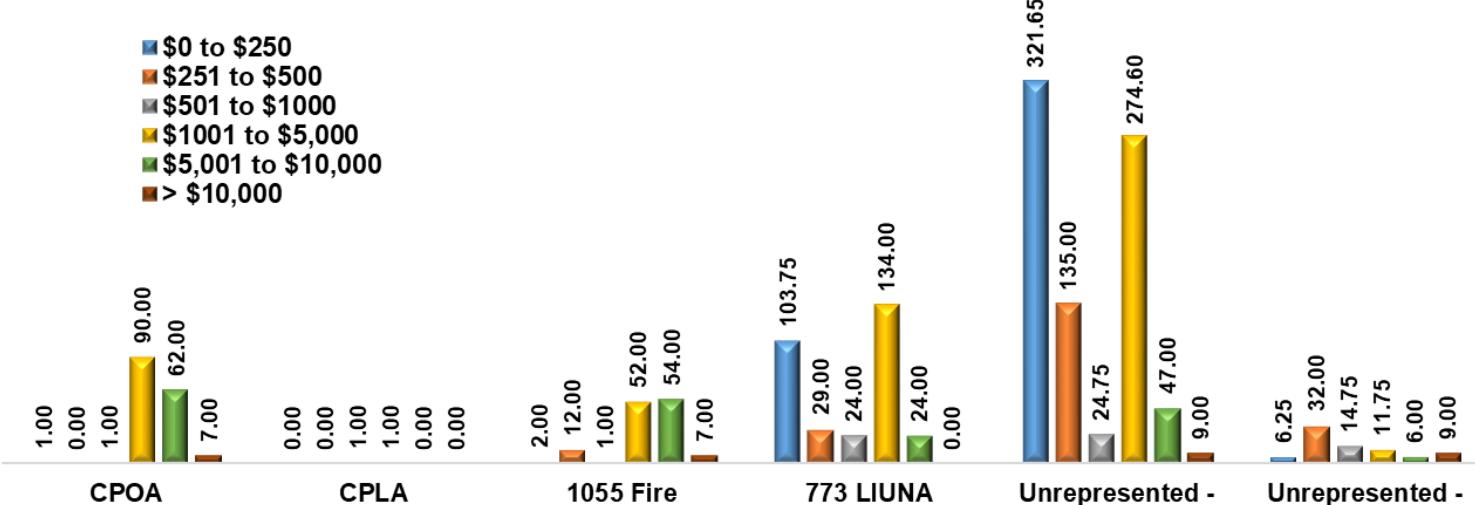
46.24%

Unrepresented -  
Unclassified

## Number and Percent of Total Employees Receiving Salary Increases for FY 2020



## Number of Employees By Labor Group Receiving Salary Increases for FY 2020



	CPOA	CPLA	1055 Fire	773 LIUNA	Unrepresented - Classified	Unrepresented - Unclassified	Total FTE	Percent of Total
<b>\$0 to \$1,000 Annual Increase</b>								
Number of FTE	2.00	1.00	15.00	156.75	481.40	53.00	709.15	
Percent of Labor Group	1.24%	50.00%	11.72%	49.80%	59.29%	66.46%		47.36%
<b>&gt;\$1,000 Annual Increase</b>								
Number of FTE	159.00	1.00	113.00	158.00	330.60	26.75	788.35	
Percent of Labor Group	98.76%	50.00%	88.28%	50.20%	40.71%	33.54%		52.64%

# Strategic Priority *Infrastructure*



I do not recommend any budget changes so we can take the year to stabilize the Transit Division. Federal transit operation dollars have increased for the foreseeable future.

The Parking Utility will pay the Street Division to maintain on-street meter spaces, allowing us to shift transportation sales tax revenue from Streets to the Transit Division.

# Strategic Priority Infrastructure



## Transit Changes Made in FY 2019 – *impacted both Fixed Routes and Paratransit*

**October, 2018** – Ended service at 7 PM vs 8 PM on weekdays and Saturdays

**June, 2019**

- Changed routes to go through Wabash (45 minute headways)
- Eliminated service for Roots N Blues and True/False Festivals
- Limited Saturday service



# Strategic Priority Infrastructure



## Rider Feedback Received – Transit Needs Not Being Met

- Paratransit users frustrated w/ longer ride times due to an increase in ridership after fixed routes were reduced in June
- Fixed route users frustrated with the loss of a Business Loop route (no rides available to Oak Towers, Family and Support Children's Division, Unemployment Office, MACC and other satellite campuses, Aldi and Moser's, Health Centers & Phoenix House)
- Continued frustration with no Sunday service or later hours of service



# Strategic Priority *Infrastructure*



## Rider Feedback Received – Transit Needs Not Being Met

- Heard from a lot of students at the recent Fall and International Student Welcomes about the need for fixed routes on Old 63 S. and Stadium
- Frustration with length of fixed route wait times



# Strategic Priority Infrastructure



## FTA's Paratransit Requirements\*

**Service days & hours:** Must at a minimum correspond to fixed route service hours;

**Service area:** To origins and destinations within corridors with a width of three-fourths of a mile on each side of each fixed route;

**Trip Reservations & Response Time:** Required to provide at any requested time on a particular day in response to a request for service made the previous; shall not require an individual to schedule a trip to begin more than one hour before or after the individual's desired departure time;

**Fare:** The fare for a paratransit service trip shall not exceed twice the fare that would be charged to an individual paying full fare.

\*FTA ADA Circular C\_4710.1

# Strategic Priority Infrastructure



## Impact on Paratransit since June, 2019 Service Changes

- Per FTA regulation, Go COMO is required to provide Paratransit service within 24 hours of receiving a ride request, and within an hour of the time requested for the scheduled ride.
- Since April, when route reduction communications began, we have received 117 new applications for Paratransit service. 78 of those new applicants have been certified and we are currently processing 20 more.
- This July we provided 61 more rides than we did the previous July and we expect that number to continue to increase. Last week we provided an average of 288 rides daily.

# Strategic Priority Infrastructure



## Impact on Paratransit – continued

- In addition, due to the increasing size of the service area as the City boundaries expand, the average trip length in miles is also increasing, leading to longer trip times.
- Due to the increase in demand from rising clients and trip mileage, there are already days when we are challenged to schedule all rides on time and this causes us to squeeze numerous rides on one van, lengthening the trip times and sometimes providing rides later than 1 hour of the requested time.

# Strategic Priority Infrastructure



## Options for Paratransit

- Reduce the Paratransit service area down to the federal requirement of  $\frac{3}{4}$  of a mile from the fixed route lines.
- Increase Paratransit Service Capacity - Add (1) Paratransit Van to Daily Service--can provide an additional 30-36 daily rides, 155 miles (*would require a Budget Amendment*). Ongoing Cost \$ 208,733 2 Drivers, Fuel, Maintenance\*
- Could increase Paratransit fare from \$2 to \$3, an additional \$53,750 in revenue, to help offset costs of additional van (*requires Budget Amendment*)

\*At this time, Go COMO would not have to buy an additional van to provide this service, as it currently has 13 paratransit vans in its fleet, but funds would be needed for staffing and vehicle operation.



# Strategic Priority Infrastructure



## Adding Back an Hour of Service Per Day

	Fixed Route	Paratransit	Total
Average # of Riders Per Day (Weekdays)	116	18	122
Average # of Riders Per Day (Saturdays)	87	13	91
Cost to Add Back 1 Hour	\$381,176	\$120,368	\$501,544
Estimated Annual Riders	32,944	5,086	
Estimated Cost Per Rider	\$11.68	\$23.67	

Concern: any added routes or extended hours of service will push drivers back into mandatory overtime. Currently have 2 vacant permanent drivers.



# Strategic Priority Infrastructure



**Add (1) Bus & 2 Daily Drivers to Each Route, (Decrease Headway from 45 minutes to 22 minutes)**

- \$ 1,739,625 Total Cost for Personnel, Fuel & Maintenance (ongoing costs)
- Would require the addition of (12) 1.00 FTE Bus Drivers
- Could utilize existing buses



# Strategic Priority Infrastructure



## Increase Transit Funding by Charging for Parking at Airport

- Suggestion was made to start charging for parking at the airport, lower the subsidy from Transportation Sales Tax, and increase subsidy to Transit
- Calculation = 240 spaces \* \$3/day \* 365 days = \$262,800 (**would require Budget Amendment**)
- Note: As presented at the July 15, 2019 Council Work session, the Airport Terminal Financing Plan already shows a \$5/day parking fee to begin in FY 2022 to help fund phases 2 and 3.

# Funding the Pay Package – Budget Cuts Taken

Fund	Amount of Cuts Taken
General Fund	\$1,187,131
All Other Funds	\$2,854,439
<b>Total</b>	<b>\$4,041,570</b>

- Total Pay Package costs = \$4.8 million
- Cuts covered pay package costs for most departments and included the deletion of 9.50 FTE
- Some Departments had cuts larger than their pay package costs
- In the General Fund excess General Fund Balance of \$2,308,347 will be used to cover Police and Fire Pay Package costs

# Cuts Taken by Department – Administrative Departments

Amount	Department	Description
\$157,700	City Manager	Deleted funding for (1) Deputy City Manager position
\$144,737	Finance	Deleted 1.00 FTE Pension Administrator, 1.00 FTE Accounting Supervisor, reduced office supplies in Treasury Management \$1,650
\$56,845	Human Resources	Reduced shift differential, printing, postage, books and subscriptions, non-confidential shredding, EEOC Training from outside vendors, and reduced advertising for jobs
\$89,537	Law	Reduced contractual services for outside counsel litigation
\$1,327	PW Admin	Reduced temporary help amount
<b>\$450,146</b>	<b>Total</b>	

# Cut Taken by Department – Health and Environment Departments

Amount	Department	Description
\$62,894	Health and Human Services	Deleted 1.00 FTE Nurse Practitioner
\$3,520	Economic Development	Computer/Electronic account reduced
\$35,000	Cultural Affairs	CAT TV amount eliminated
\$116,386	Community Development	Put in a vacancy factor for employee who will be on military leave during the next fiscal year
\$52,661	Convention and Visitors Bureau	Reduction in Community Relations fees based on lower usage of the contact center
<b>\$270,461</b>	<b>Total</b>	

# Cuts Taken by Department – Parks and Recreation Departments

Amount	Department	Description
\$111,269	Parks and Recreation	Elimination of the CARE Art Gallery Program which includes an art gallery coordinator and 15 CARE trainees and a reduction of the summer CARE program by 56 CARE trainees and 5.5 job coaches. The department has made cuts in other areas throughout the past few years and it was necessary to reduce this program for the cuts needed for FY 2020.
\$157,736	Recreation Services	Temporary staffing hours were reduced, fee increases, and reductions in supplies and materials
<b>\$269,006</b>	<b>Total</b>	

# General Fund Budget: Parks & Recreation

- Reduction of \$111,269 to fund pay package
- P&R General Fund core services of parks and trail maintenance, mowing, horticulture, forestry, ranger, etc. have been cut extensively over past 5 years.
  - Only reductions to get to \$111K is to consider layoffs of FTE or closing facilities.
- CARE program has been spared those cuts and in some years, actually increased funding.
- CARE Program Reduction for FY-2020
  - \$23,530: Elimination of CARE Gallery (15 trainees and part-time coordinator)
  - \$87,739: Traditional CARE program (56 trainees and 5.5 job coaches)
- CARE will continue to accommodate 125-130 trainees and approx. 12 job coaches and promote the arts through placing some trainees in cultural art programs.

# Alternatives to CARE Program Reduction:

Amount	Description of Cut	Impact on Operations	Sustainable?
\$1,500	Eliminate Funding of Diversity Breakfast	Parks and Recreation and Public Works split a \$2,500 sponsorship for the Diversity Breakfast. This is also a proposed cut in PW Admin budget.	Yes
\$5,000	Eliminate Funding of Adopt-A-Spot Utilities	Parks and Recreation would no longer pay for water service at approximately 21 Adopt-A-Spot sites. Sites would need to include more native plants that require less water or volunteers would be responsible for water.	Yes
\$5,000	Reduce Operation of Sprayground season by 60 days (would operate from Memorial Day to Labor Day instead of May 1st to Sept 30)	The spraygrounds are currently open from May 1st to September 30th. Proposed cut would reduce operating season to open Memorial Day weekend and close after Labor Day. Spraygrounds are maintained by permanent staff and temporary staff; however, the cut is proposed with temporary staff and duties would be reassigned for permanent staff.	Yes

# Alternatives to CARE Program Reduction:

Amount	Description of Cut	Impact on Operations	Sustainable?
\$4,220	Eliminate 11 Emergency Phones	9 MKT including 5 on Bo Co portion of MKT Trail and 2 in Cosmo Park (skate park and Bear Creek Trail)	Yes
\$10,000	Eliminate accreditation costs for Parks and Rec	Accreditation was requested by CM. (\$2,750 fee + all airfare, hotel, food, and travel expenses for accreditation commission site visit.) Subsequent annual fee will be \$480. Will have to be re-accredited again in approx 3 years when Director position retires (cost: \$10,000). Not currently budgeted in FY 2019; but has been mandated by CM to be budgeted in FY 2020.	No. This is only a one-time cut
\$23,117	Move 50% of Sr Admin Asst to Recreation Service Fund.	This keeps the position but shifts the costs from the General Fund to Recreation Services Fund. As cash is used down there, it may result in future program/position cuts to sustain.	Yes

# Alternatives to CARE Program Reduction:

Amount	Description of Cut	Impact on Operations	Sustainable?
\$7,500	Eliminate All Temp Help in Construction	Positions are utilized by construction department to assist with construction projects. Elimination of funding would require permanent staff to perform less technical work on projects, such as construction clean up, loading/unloading construction materials, etc. Elimination of seasonal staff will slow progress on capital improvement projects.	Yes
\$10,042	Eliminate Agreement and Services with The District for care of downtown planters and Trees (Net)	Eliminate Natural Resources Division services to the downtown area including all annual/perennial flower plantings and tree maintenance. Park staff currently maintains 47 landscaping beds, totaling 4,605 sq ft, and manages the planting, care and removal of 518 trees throughout the downtown area. Parks and Recreation would not renew the agreement with The District for downtown planters and trees. The District provides \$8,000 per year to the Department as a partial offset of the maintenance cost.	Yes

# Alternatives to CARE Program Reduction:

Amount	Description of Cut	Impact on Operations	Sustainable?
\$17,000	Eliminate Bike Co-Op/Education Programs	Program was previously funded by the Getabout Grant. P&R had planned to absorb the amount to continue to program.	Yes
\$27,959	Eliminate Sr. Equipment Operator in Park Maintenance	(75% FTE reduction in FY 2020; 100% in FY 2021) Current employee tentatively plans to retire Jan 2020 (37 years of service). Would need to fund first quarter of FY 2020. Net savings in FY 2020 would be \$27,959. FY 2021 net savings would be \$42,612. Eliminate Senior Equipment Operator position and Add Temp (Remove \$58,760 FTE (75% in FY 2020 and 100% in FY 2021; and add \$15,000 to 0105 + SS). This position currently works for the mow crew during the mowing season and does equipment repairs/maintenance during the off season. Elimination of the position would require other permanent staff to handle equipment repairs. Temporary staff would be utilized for mowing work previously completed by this staff member. Would lose leadership of FTE over seasonal mowing staff.	Yes
\$111,338	Total		

# Cut Taken by Department – Public Safety Departments

Amount	Department	Description
\$70,348	Police	Reductions in various material and equipment maintenance accounts to three year average amount - deleting any buffer for unforeseen expenses
\$0	Fire	The only cuts possible involved the reduction of FTE. As the city is planning to open two new fire stations, we did not take these cuts
\$6,493	Municipal Court	Minor reductions in several supplies and materials accounts and small dollar travel to reflect past expenditure trends. Due to the Supreme Court ruling requiring a court date for all Municipal Court tickets, we did not take the other suggested cuts to supplies, printing and postage
<b>\$76,841</b>	<b>Total</b>	

# Cuts Taken by Department – Supporting Activity Departments

Amount	Department	Description
\$35,521	Employee Benefit Fund	Eliminated standby pay, reduced various supplies and materials accounts down to past expenditure trends, reduced tuition reimbursement from \$50,000 to \$25,000
\$0	Self Insurance Fund	Since the largest amount in this budget is the amount budgeted for claims, we did not want to reduce the claims amount below the 90% confidence level from the actuarial study. No budget cuts were made. The fund has sufficient excess cash reserves to cover these costs.
\$37,083	Custodial and Building Maintenance Fund	Reduced various personnel accounts (temp, shift differential, overtime and standby pay), supplies and materials, and equipment maintenance down to past expenditure trends.

# Cuts Taken by Department – Supporting Activity Departments continued

Amount	Department	Description
\$138,377	Fleet Operations Fund	Deleted two vacant positions - Superintendent position and Stores Clerk
\$303,208	Information Technology Fund	Reduced telephone budget due to newer technologies and cost reduction strategies, eliminated Apogee software maintenance as this will be replaced with Link, reduce software maintenance on modules no longer in use with the HTE system, other software maintenance reductions due to changes in business process changes
\$108,558	Community Relations Fund	Reduced various supplies and materials accounts down to past expenditure trend amounts, will no longer print and mail Annual Citizen Handbook to residents - will utilize a digital format.

# Cuts Taken by Department – Supporting Activity Departments continued

Amount	Department	Description
\$50,000	Utility Customer Services Fund	Reduced advertising costs
<b>\$672,747</b>	<b>Total</b>	

# Cut Taken by Department – Transportation Departments

Amount	Department	Description
\$271,399	Streets and Engineering	Included a turnover factor and budgeted for engineering time to be charged to capital projects.
\$59,676	Traffic and Parking Enforcement	Reduced temporary staffing and materials for marking which will result in marking only being completed once a year instead of twice, reduced various material and equipment rental accounts down to past expenditure trends
\$0	Non-Motorized Grant Fund	Federal grant - no budget cuts taken
\$0	Transit	Since significant cuts and service changes began in June, 2019, no further cuts were taken.

# Cut Taken by Department – Transportation Departments continued

Amount	Department	Description
\$45,000	Airport	Reduced consulting fees and contractual service amounts
\$101,162	Parking	Reduced temp, overtime, standby, maintenance agreements, and contractual services to past expenditure trend
\$0	Railroad	The only cut submitted was the reduction of one staff position (there are currently only three). No cuts were taken
\$0	Transload	The only cut submitted was the reallocation of personnel to Electric. No cuts were taken
<b>\$477,237</b>	<b>Total</b>	

# Cut Taken by Department – Utility Departments

Amount	Department	Description
\$229,161	Water	Reduced contingency which may require Council appropriations during the year for unforeseen expenses, postponed deep well abandonment program for five years, and discontinued AVL support.
\$625,730	Electric	Reduced contingency which may require Council appropriations during the year for unforeseen expenses.
\$653,235	Sewer	Deleted (3) vacant permanent positions (Engineering Tech, Sr. Equipment Operator, and Sr. ASA), removal of sludge hauling and disposal contract that is no longer required due to staff's ability to take over the task, removal of sludge in the wetlands as it will be evaluated in the Integrated Management Plan, and consulting fees for smoke testing.

# Cut Taken by Department – Utility Departments continued

Amount	Department	Description
\$317,006	Solid Waste	Lower funding in vehicle maintenance, items for resale and large containers. If extra maintenance is needed for a vehicle or there is a surge in the need for large containers or garbage/recycling bags, an appropriation would be necessary during the year.
\$0	Mid Missouri Solid Waste Management District	Since this is primarily grant funded, no budget cuts were taken
\$0	Storm Water	Cuts identified would have reduced materials and contractual services which were increased by the voter approved rate increase to do more rehabilitation work, so no budget cuts were taken.
<b>\$1,825,132</b>	<b>Total</b>	

# FY 2020 Budgeted Use of General Fund Balance

Amount	Description
\$2,308,347	For Police and Fire Pay Plan Costs not offset by other cuts
\$1,144,650	For Fleet Replacements in the General Fund
<b>\$3,452,997</b>	<b>Total</b>

- At the end of FY 2019, we estimate \$13.8 million in excess cash reserves (not including the estimated \$3 million in unused General Fund savings that will be added to the excess cash reserves at the end of FY 2019 when this program discontinues).
- Will need to identify additional revenues (or make additional expense cuts) in the FY 2021 budget to continue funding these expenses and afford future pay packages.

# FY 2020 Budgeted Use of General Fund Balance

## General Fund Savings Project String Balances - Council

	Remaining Balance	Notes
ACCESSIBLE TAXIS	\$8,646.20	
CITY COUNCIL	\$83,060.26	
CM - VISIONZERO	\$37,848.92	\$2,000 - Contract for CAT TV to Council in Sept to encumber before end of fiscal year
COMM POLICING	\$35,751.89	
DIGNITY IN WORK PROGRAM	\$50,000.00	Budget Amendment to Put Funding into Health Department Budget for FY 2020
ECON DEV INITIATIVE	\$144,600.00	Budget Amendment to put \$150,000 for MACC Grant Match into Council's Budget for FY 2020
FLEX TRANSIT RIDE COUNCIL	\$19,112.31	Will go into Transit Fund Balance. \$887.69 spent to date
GROWTH IMPACT STUDY	\$75,000.00	
HOME OWNERSHIP	\$13,332.68	
JOB POINT	\$129,300.00	
LAND TRUST	\$74,048.00	
PARKING & TRAFFIC ENF	\$74,890.00	
PUBLIC WORKS ADMN	\$3,009.62	
REAL TOOL KIT	\$50,000.00	
RESIDENT OFFICER POLICE PROG	\$800,000.00	
SOCIAL EQUITY	\$15,489.94	
STRATEGIC PLAN	\$335,844.60	
STRATEGIC PLANNING	\$12,000.00	
VISION ZERO	\$100,000.00	
<b>Total Council</b>	<b>\$2,061,934.42</b>	

All balances remaining at the end of the fiscal year will be put into the General Fund Balance.

If Council wants to continue this funding for next year, a Budget Amendment will be required.

# FY 2020 Budgeted Use of General Fund Balance

## General Fund Savings Project String Balances - Departments

	Remaining Balance	Notes
CITY CLERK	\$102,340.00	
CITY GENERAL	\$436,255.00	
CITY MANAGER	\$16,212.33	Contract for CAT TV to Council in Sept to encumber before end of fiscal year
COMMUNITY DEV	\$116,704.28	
CULTURAL AFFAIRS	\$20,973.85	Contract for CAT TV to Council in Sept to encumber before end of fiscal year
ECONOMIC DEV	\$4,535.00	
FINANCE	\$232,235.82	
FIRE DEPARTMENT	\$164,454.85	
HUMAN RESOURCES	\$97,427.41	
LAW DEPARTMENT	\$227,509.10	
MUNICIPAL COURT	\$37,970.76	
PARKS & REC	\$168.74	
POLICE DEPARTMENT	\$32,768.49	
PSJC	\$34,202.00	
PUBLIC HEALTH/HS	\$39,442.50	
STREETS/SIDEWALKS	\$69,874.93	
SUSTAINABILITY	\$77,482.02	
<b>Total Dept</b>	<b>\$1,710,557.08</b>	
<b>Total GF Savings Unspent</b>	<b>\$3,772,491.50</b>	

All balances remaining at the end of the fiscal year will be put into the General Fund Balance.

If Council wants to continue this funding for next year, a Budget Amendment will be required.

# FY 2020 Suggested Budget Amendments

## General Fund Revenues:

### Estimated FY 2019 Changes:

Reduce Sales Tax Estimated FY 2019 amount from -1.75% assumption to -2.5% assumption (currently at -2.37% thru August)	(\$151,872)	Staff
<b>Total Estimated FY 2019 General Fund Revenue Changes</b>	<b><u>(\$151,872)</u></b>	

### FY 2020 Changes:

Reduce Sales Tax FY 2020 amount from -1.75% assumption to -2.5% assumption	(\$319,563)	Staff
Reduce Property Tax amount for FY 2020 due to receipt of final rate of \$0.4075	(\$116,047)	Staff
Reallocate 4.1% of 1% Sales Tax from Capital Projects Fund to the General Fund for FY 2020. Note: This will need to be adjusted once growth assumption is approved	\$954,963	Council
<b>Total FY 2020 General Fund Revenue Changes</b>	<b><u>\$519,353</u></b>	

# FY 2020 Suggested Budget Amendments

## General Fund - Administrative Departments:

### City Council

Expenses: MACC Grant Match Funding (was previously funded with general fund savings) \$150,000 Staff

### City Manager

Expenses: Create Community Scholars Budget (previously paid for with general fund savings) \$4,000 Staff

### Finance

Expenses: Overfill for Budget Officer for one year \$120,425 Staff

### City General

Delete Council Reserve (\$91,000) Council

**Net General Fund Expenditure Changes** \$183,425

# FY 2020 Suggested Budget Amendments

## General Fund - Health and Environment

### Health Department

Expenses: Budget Dignity in Work Program funds (Council general fund savings project) in Health FY 2020 Budget	\$50,000	Staff
<b>Net General Fund Expenditure Changes</b>	<b><u>\$50,000</u></b>	

## General Fund - Parks and Recreation

### Parks and Recreation

Move 1.00 FTE Park Ranger (Position ID 8690001) to Police Dept and rename as Park Safety Officer	(\$59,017)	Staff
Move 1.00 FTE Park Ranger Supervisor (Position ID 8689001) to Police Dept and rename as Park Safety Supervisor	(\$69,736)	Staff

Note: There will be no transfer from Parks and Recreation to Police to cover these costs as both are general fund general source funded. Support for Parks will just be reduced by the cost of these positions.

**Net General Fund Expenditure Changes**

**(\$128,753)**

# FY 2020 Suggested Budget Amendments

## **General Fund - Public Safety**

## **Police**

Revenues: Transfer from Airport to cover positions moved to Police	\$616,570	Staff
<b>General Fund Revenue Changes</b>	<b>\$616,570</b>	
Reduce Police Chief salary and benefits to negotiated amount	(\$28,954)	Staff
Move 1.00 FTE Park Ranger (Position ID 8690001) from Parks and Recreation and rename as Park Safety Officer	\$59,017	Staff
Move 1.00 FTE Park Ranger Supervisor (Position ID 8689001) from Parks and Recreation and rename as Park Safety Supervisor	\$69,736	Staff
Move (8) 1.00 FTE Airport Safety Officers from Airport	\$538,860	Staff
Move (1) 1.00 FTE Airport Operations Supervisor from Airport and change title to Airport Safety Supervisor	\$77,710	Staff
<b>General Fund Expenditure Changes</b>	<b>\$716,369</b>	



# FY 2020 Suggested Budget Amendments

## General Fund Summary

<b>FY 2020 Revenue Changes</b>	<b>\$1,135,923</b>
<b>FY 2020 Expenditure Changes</b>	
Administrative Departments	\$183,425
Health and Environment Departments	\$50,000
Parks and Recreation Departments	(\$128,753)
Public Safety Departments	\$716,369
<b>Total FY 2020 Expenditure Changes</b>	<b>\$821,041</b>
<b>Net Impact on General Fund (Revenues Over Expenditures)</b>	<b>\$314,882</b>

# FY 2020 Suggested Budget Amendments

## Other Funds - Administrative Departments

### Administrative Capital Projects

Revenues: Remove Transfer from Public Improvement Fund (will use prior year funding instead)	(\$920,000)	Council
<b>Total Revenue Changes</b>	<b>(\$920,000)</b>	

Expenses: Remove new funding from the following projects so 4.1% of 1% Sales Tax can be put into the General Fund:

00140 Downtown Special Projects	(\$20,000)	Council
00021 Pub Bldgs Major Maint Ren	(\$190,000)	Council
00770 PBMM: Additional Building Assessments	(\$100,000)	Council
00764 PBMM: Armory Building Repairs	(\$70,000)	Council
00768 PBMM: Health Department Repairs	(\$200,000)	Council
00769 PBMM: Howard Building Repairs	(\$40,000)	Council
00765 PBMM: Police Building Repairs	(\$300,000)	Council
<b>Total Expenditure Changes</b>	<b>(\$920,000)</b>	

### Net Impact on Administrative Capital Projects

**\$0**

# FY 2020 Suggested Budget Amendments

## Other Funds - Administrative Departments

### Administrative Capital Projects

#### Capital Project Changes - Change Funding Sources

00140 Downtown Special Projects - no funding for FY 2020

00021 Public Bldgs Major Maint Ren - no new funding for FY 2020 thru FY 2024. There will be \$120,910 remaining from previous years.

00770 PBMM: Additional Building Assessments - Change funding source from Gen Fd/PI to PYA GF/PI 40138 Contingency and change amount to \$84,545

00764 PBMM: Armory Building Repairs - Change FY 2020 funding source from Gen Fd/PI to PYA GF/PI 40138 Contingency - amount stays the same at \$70,000

00768 PBMM: Health Building Repairs - Change FY 2020 funding source from Gen Fd/PI to PYA GF/PI 40138 Contingency - amount stays the same at \$200,000

00769 PBMM: Howard Building Repairs - Change FY 2020 funding source from Gen Fd/PI to PYA GF/PI 40138 Contingency - amount stays the same at \$40,000

00765 PBMM: Police Building Repairs -

Change FY 2020 funding source from Gen Fd/PI to:

PYA GF/PI 40138 Contingency for \$254,873

PYA GF/PI 00021 Pub Bldgs Major Maint for \$45,127

00775 Executime Software Implementation - \$680,129 appropriate from prior year appropriations in 00476 ENT Resource GRP Sofware project so that project can be closed

# FY 2020 Suggested Budget Amendments

## Other Funds - Health and Environment Departments

### Convention and Visitors Fund

Total Revenue Changes	\$0	
Expenses: Add (1) 1.00 FTE Sports Sales Supervisor	\$62,679	Staff
Expenses: Telephone, Computer, Monitor and Software for Position	\$2,542	Staff
	<u>\$65,221</u>	
<b>Net Impact on Conventions and Visitors Fund</b>	<b><u>(\$65,221)</u></b>	

# FY 2020 Suggested Budget Amendments

## Other Funds - Parks and Recreation

### Parks Sales Tax

#### Estimated FY 2019 Changes:

Reduce Sales Tax Estimated FY 2019 amount from -1.75% assumption to -2.5%  
assumption (currently at -2.44% thru August) (\$5,436) Staff

**Total Estimated FY 2019 Revenue Changes** **(\$5,436)**

#### FY 2020 Changes:

Reduce Sales Tax FY 2020 amount from -1.75% assumption to -2.5% assumption (\$47,730) Staff

**Total FY 2020 Revenue Changes** **(\$47,730)**

# FY 2020 Suggested Budget Amendments

## Other Funds - Public Safety

### Public Safety Capital Projects

#### Capital Project Changes - Appropriating prior year appropriated amounts to Other Projects

Transfer to 00661 Replace 2003 Quint (Needs additional funding)

\$76,563.09

Staff

Transfer from 00692 Replace 2001 Ladder Truck (project complete)

(\$76,563.09)

Staff

**Net Impact on Public Safety Capital Projects**

**\$0.00**

# FY 2020 Suggested Budget Amendments

## Other Funds - Supporting Activity Departments

### Information Technology Fund

Revenues: Increased IT Fees from Electric to fund position transferred

\$107,066 Staff

Expenses: Move (1) 1.00 FTE Compliance Officer (Position ID 2888002) from Electric

\$107,066 Staff

**Net Impact on Information Technology Fund**

**\$0**

# FY 2020 Suggested Budget Amendments

## Other Funds - Transportation

### Streets and Sidewalks Capital Projects

00707 Sinclair Rd - Rt K Intersection Improvements - change construction from FY 2020 to FY 2021 (Due to delays with the Nifong corridor and Nifong intersection project)

00772 4th Street Pedestrian Island - allocate \$200,000 in PYA Gen Fd/PI from 00140 Downtown Special Projects (Construction planned in FY 2021)

# FY 2020 Suggested Budget Amendments

## **Other Funds - Transportation**

## **Transit Fund**

Revenues: Increase Subsidy from Transportation Sales Tax due to charging \$3/day parking at the Airport \$262,800 Council

**Total Revenue Changes** \$262,800

Expenses: Add Last Hour of Service back to Fixed Routes and Paratransit \$501,544 Council

Expenses: Increase Paratransit Capacity By 1 Van Daily \$208,733 Staff

**Total Expense Changes** \$710.277

**Net Impact on Transit Fund** (\$447,477)

# FY 2020 Suggested Budget Amendments

## Other Funds - Transportation

### Airport Fund

Revenues: Add \$3/day parking Fee at the Airport *	\$262,800	Council
Revenues: Decrease Subsidy from Transportation Sales Tax by the Amount of the Parking Fee	(\$262,800)	Council
<b>Total Revenue Changes</b>	<b>\$0</b>	

Move (8) Airport Safety Officers to Police Department	(\$538,860)	Staff
Move (1) Airport Operations Supervisor to Police Department and change title to Airport Safety Supervisor	(\$77,710)	Staff
Transfer from Airport to Police to Cover Positions Moved to Police	<u>\$616,570</u>	Staff
<b>Total Expense Changes</b>	<b>\$0</b>	

<b>Net Impact on Airport Fund</b>	<b>\$0</b>	
	<b>\$0</b>	

\* As presented at the July 15, 2019 Council Worksession, the Airport Terminal Financing Plan already shows a \$5/day parking fee to begin in FY 2022 to help fund phases 2 and 3.

# FY 2020 Suggested Budget Amendments

## Airport Fund

### Capital Project Cleanup - Prior Year Appropriations

Transfer to AP122 Taxiway C and Pavement Mgmt Program (Negative Balance)	\$15,643.19	Staff
Transfer From AP090 Realign Route H (Project Completed)	(\$15,643.19)	Staff
<b>Net</b>	<b>\$0.00</b>	

Transfer to AP111 New Airport Terminal (Additional Funding Needed)	\$259,709.65	Staff
Transfer From AP090 Realign Route H (Project Completed)	(\$259,709.65)	Staff
<b>Net</b>	<b>\$0.00</b>	

Transfer to AP111 New Airport Terminal (Additional Funding Needed)	\$4,170.02	Staff
Transfer From AP116 Landside Pavement Improvement Phase II (Project Completed)	(\$4,170.02)	Staff
<b>Net</b>	<b>\$0.00</b>	

Transfer to AP111 New Airport Terminal (Additional Funding Needed)	\$10,880.10	Staff
Transfer From AP117 1500 ARFF Truck (Project Completed)	(\$10,880.10)	Staff
<b>Net</b>	<b>\$0.00</b>	

Transfer to AP140 Hangar 350 Apron and TW Expansion (Additional Funding Needed)	\$10,039.14	Staff
Transfer From AP128 R/W 2-2- Tech-Ops Agreement (Project Completed)	(\$10,039.14)	Staff
<b>Net</b>	<b>\$0.00</b>	

Transfer to AP111 New Airport Terminal (Additional Funding Needed)	\$83,242.43	Staff
Transfer From AP101 Taxiway Alpha (Project Completed)	(\$83,242.43)	Staff
<b>Net</b>	<b>\$0.00</b>	

Transfer to AP111 New Airport Terminal (Additional Funding Needed)	\$73,420.22	Staff
Transfer From AP092 Upgrade Crosswind Runway (Project Completed)	(\$73,420.22)	Staff
<b>Net</b>	<b>\$0.00</b>	

Transfer to M0111 Airport Percent for Arts (New Project)	\$170,000.00	Staff
Transfer From AP111 New Airport Terminal	(\$170,000.00)	Staff
<b>Net</b>	<b>\$0.00</b>	

# FY 2020 Suggested Budget Amendments

## Other Funds - Transportation

### Capital Improvement Sales Tax

#### Estimated FY 2019 Changes:

Reduce Sales Tax Estimated FY 2019 amount from -1.75% assumption to -2.50%  
assumption (currently at -2.44% thru August) (\$8,098) Staff

#### Total Estimated FY 2019 Revenue Changes

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**(\$8,098)**

#### FY 2020 Changes:

Reduce Sales Tax FY 2020 amount from -1.75% assumption to -2.50% assumption (\$50,342) Staff

#### Total FY 2020 Revenue Changes

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**(\$50,342)**

# FY 2020 Suggested Budget Amendments

## Other Funds - Transportation

### Public Improvement Fund

#### Estimated FY 2019 Changes:

Reduce Sales Tax Estimated FY 2019 amount from -1.75% assumption to -2.5%  
assumption (currently at -2.44% thru August) (\$1,420) Staff

**Total Estimated FY 2019 Revenue Changes** **(\$1,420)**

#### FY 2020 Changes:

Reduce Sales Tax FY 2020 amount from -1.75% assumption to -2.5% assumption  
Reallocate the 4.1% of the 1% general sales tax back to General Fund operations (\$8,974) Staff  
(\$946,289) Council

**Total FY 2020 Revenue Changes** **(\$955,263)**

#### Expenses:

Transfers to Capital Project Fund (Will use prior year funding instead) (\$920,000) Council

**Total FY 2020 Expenditure Changes** **(\$920,000)**

#### Net Impact on Public Improvement Fund

**(\$35,263)**

# FY 2020 Suggested Budget Amendments

## Other Funds - Utilities

### Water Fund

Total Revenue Changes	\$0
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#### Personnel Related Changes

Expenses: Reassign (1) 1.00 FTE Lead Meter Reader to Meter Reading Supervisor (50%)	\$1,288	Staff
Expenses: Eliminate (1) 1.00 FTE Meter Reader and Add (1) 1.00 FTE Metered Services Technician (40%)	\$7,436	Staff
Expenses: Reassign (1) 1.00 FTE Water District Foreman to Water Distribution Supervisor	\$7,882	Staff
Expenses: (5) 1.00 FTE Water Distribution Operators - Class Consolidation, change pay grade to A10 and one-time hourly adjustment to \$18.50/hour	\$31,807	Staff
Expenses: (7) 1.00 FTE Water Distribution Lead Operators - Eliminate Classification, Consolidate into Water Distribution Operator Class, and one-time hourly adjustment to \$18.50/hour	\$15,862	Staff
Delete (3) 1.00 FTE CDL Operators and Add (3) 1.00 FTE Water Distribution Operators at \$18.50/hour	\$15,771	Staff
New Add Pay for Water Distribution CDL Operators at \$0.75/hour when they obtain DS3 Certification	\$19,610	Staff
	\$99,656	

# FY 2020 Suggested Budget Amendments

## Other Funds - Utilities

### Water Fund

#### Capital Project Related Changes - Ballot issue projects Budgeting did not Include in Munis for FY 2020

Expenses: Contingency Funds from Bonds	\$100,000	Staff
Expenses: W0125 Main Relocation for Streets and Highways	\$300,000	Staff
Expenses: W0130 Water Main Replacements	\$363,000	Staff
Expenses: W0287 Riback Rd and Blackberry Ln Main Replacement	\$120,000	Staff
Expenses: W0288 S Glenwood Ave and Glenwood Ct Main Replacement	\$143,000	Staff
Expenses: W0289 Woodbine Drive Main Replacement	<u>\$124,000</u>	Staff
	\$1,150,000	

**Total Expense Changes** \$1,249,656

**Net Impact on Water Fund** (\$1,249,656)

# FY 2020 Suggested Budget Amendments

## Other Funds - Utilities

### Electric Fund

<b>Total Revenue Changes</b>	<hr/>	<b>\$0</b>
Expenses: Reassign (1) 1.00 FTE Lead Meter Reader to Meter Reading Supervisor (50%)	\$1,288	Staff
Expenses: Eliminate (1) 1.00 FTE Meter Reader and Add (1) 1.00 FTE Metered Services Technician (60%)	\$11,154	Staff
Expenses: Market Based Adjustments and Related Series Adjustments for Communication Technicians, Communication Technician Foreman, Substation Technicians, Substation Technician Foreman, Lineworkers, Line Foreman, Line Superintendent, and Electric Distribution Manager Positions	\$406,484	Staff
<b>Total Expense Changes</b>	<hr/> <hr/>	<b>\$418,926</b>
<b>Net Impact on Electric Fund</b>	<hr/> <hr/>	<b>(\$418,926)</b>

## **Any Budget Amendments That Need to Be Added?**

# **FY 2020 Capital Project Discussion**